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FROM THE AMERICAN PEOPLE

ADVANCING THE BLUE REVOLUTION INITIATIVE

**YEAR 2 WORKPLAN
MAY 2008 - APRIL 2009**

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

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USAID – DAI Contract No. EPP-I-00-04-00023-00

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

PREFACE

The United States Agency for International Development (USAID), through its Washington D.C.-based Bureaus for the Middle East (ME) and for Africa (AFR), and through its Office of Middle East Programs (OMEP) housed in USAID/Egypt, has contracted DAI to implement a task order called Advancing the Blue Revolution Initiative (ABRI) under the Water Indefinite Quantity Contract II. The effective date of the contract is May 1, 2007, through April 30, 2010. ABRI has personnel based in Cairo, Egypt, and Bethesda, Maryland, and engages technical expertise and subcontractors throughout the Middle East and Africa.

Although not a required project deliverable, DAI will submit an annual workplans for 2008-2009 and 2009-2010 to capture the fluid and evolving nature of the program. In the workplan, we present each formal task order activity broken down by objective, description, implementation opportunities and challenges, potential partnerships, expected deliverables, and justification in relation to the overall task order. The report also includes a schedule summarizing the timing of activities, benchmarks, and those responsible for completing each activity over the coming year.

For those readers not familiar with ABRI, more detailed information is available from our program offices in Cairo and Bethesda and from USAID in Washington, DC and Cairo.

Peter Reiss
Chief of Party
USAID/Advancing the Blue Revolution Initiative
Cairo, Egypt

June 2008

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ACRONYMS AND ABBREVIATIONS

| | |
|-------|--|
| ABRI | Advancing the Blue Revolution Initiative |
| ACWUA | Arab Countries Water Utilities Association |
| AFR | Bureau for Africa |
| ANE | Bureau for Asia and the Near East |
| AWOP | African Water Operators Partnership |
| AWWA | American Water Works Association |
| COP | Chief of Party |
| DCOP | Deputy Chief of Party |
| DPA | Directorate for Agricultural Production |
| ETIC | Euphrates-Tigris Initiative for Cooperation |
| GDA | Global Development Alliance |
| GDP | Gross Domestic Product |
| IWA | International Water Association |
| IWRM | Integrated Water Resources Management |
| ME | Bureau for the Middle East |
| NBI | Nile Basin Initiative |
| NGO | Nongovernmental Organization |
| NWRA | National Water Resources Authority |
| O&M | Operation and Maintenance |
| OMEF | Office of Middle East Programs |
| PMP | Performance Monitoring Plan |
| RADEM | Autonomous Authority for the Distribution of Water and Electricity |
| SIWI | Stockholm International Water Institute |
| TWG | Technical Working Group |
| UAWS | Union of African Water Suppliers |
| USAID | United States Agency for International Development |
| WEF | Water Environment Federation |
| WSP | Water and Sanitation Program |
| WUA | Water User Association |

1. BACKGROUND AND APPROACH

PROGRAM OVERVIEW

By working closely with missions and governments in the Middle East and Africa, actively pursuing alliances with the private sector, reaching out to like-minded foundations, and partnering with regional institutions, the Advancing the Blue Revolution Initiative (ABRI) seeks to address some of the most challenging water issues we face: transboundary river basin management, inefficient and nonproductive water use, and lack of access by the poor to improved water and sanitation services. Its goal is the transformation of the culture and governance of water resources in the two regions, hence its title suggesting advocacy and change.

Such an ambitious program requires creativity in structure and approach. ABRI is unusual in many ways. It is jointly managed and funded by three sources: the Bureau for the Middle East (ME), the Office of Middle East Programs (OMEP) housed in USAID/Egypt, and the Bureau for Africa (AFR). It is truly a regional platform that has a mandate to share lessons learned and implement best practices across national borders. It aims to draw missions, governments, and other stakeholders in the two regions together through jointly designed and implemented technical activities. It also recognizes the close partnership between USAID and the Department of State, given the political sensitivity and international nature of the issues being addressed. ABRI is using its funding as venture capital, getting a multiplier effect from investments in high profile and high impact opportunities that encourage substantive and sustainable change.

ABRI is also ready to help USAID missions conceptualize new strategies and design new programs that support the Agency's commitment to the Paul Simon Water for the Poor Act and attain the Millennium Development Goals. The Paul Simon Water for the Poor Act of 2005 established as a central goal of U.S. foreign policy the provision of affordable and equitable access to safe water and sanitation in developing countries. The act requires the Secretary of State, in consultation with the U.S. Agency for International Development (USAID) and other U.S. government agencies, to develop a strategy to increase this access within the context of sound water management.

ABRI'S GEOGRAPHICAL CONTEXT

ABRI operates throughout the Middle East and Africa. This is an area of major contrasts when joined together in a single implementation effort. It has huge disparities in wealth and poverty and in water availability and water scarcity. The Middle East and Africa have some of the world's greatest river systems while much of its population suffers from limited access to safe drinking water. Despite having many huge cities like Cairo and Lagos, it is largely rural, often with the majority of the population working in agriculture and related industries. It is an area of great political instability and social turmoil. We ignore them and disregard their very serious challenges at our peril.

CHALLENGES IN SUB-SAHARAN AFRICA

Sub-Saharan Africa is struggling to meet the Millennium Development Goals to halve the proportion of people living without sustainable access to safe drinking water and basic sanitation by 2015. Although access to water in rural areas increased by six percent between 1990 and 2004, access in urban areas dropped by two percent. Africa has experienced an annual growth rate in urban populations of almost five percent per year over the past two decades, one of the highest rates in the world. Most of that growth has occurred in slums and peri-urban areas with no access to basic services. A burgeoning population and limited financial and technical

capacity at the national and local levels, exacerbated by conflicts throughout the region, are stressing already weak systems. Although some countries in sub-Saharan Africa have made great strides in developing the necessary policy framework to devolve decision-making and responsibility for providing basic water and sanitation services to the local level, funding from the national government does not always follow. Local capacity to plan for and manage services is limited; without strong support from the national level, local government institutions often cannot fulfill their obligations to deliver services.

CHALLENGES IN THE MIDDLE EAST

The countries of the Middle East and North Africa are the most water scarce in the world. Although this region controls 70 percent of the world's known oil reserves, it has less than 1 percent of the world's renewable freshwater resources. It is defined largely by drought and desert, and suffers from a scarcity of fresh water, uneven availability, a growing gap between supply and demand, and deteriorating water quality. Home to five percent of the world's population, this region has an average per capita annual water supply of 900 cubic meters per person per year that masks extreme shortages in places like Gaza and Jordan that receive less than 150 cubic meters per person per year. High population growth rates (averaging 2.1 percent) increase pressure and competition for scarce water resources and, given the region's history of conflicts, could set off smoldering religious, political, and economic tensions.

Agriculture remains a critical component of the region's economy, contributing as much as 23 percent to gross domestic product (GDP), employing between 25 and 30 percent of the workforce, and consuming more than 80 percent of the total annual water resources. Growing populations and accelerating urbanization, combined with the expanded commercial cultivation of crops needing large amounts of water, have stimulated over-abstraction of groundwater resources and degraded water quality, both of which threaten critical aquatic ecosystems. Although many countries in this sub-region have made excellent progress meeting current demand for water and sanitation services, water and sanitation systems must be expanded to serve another 62 to 76 million people to meet the Millennium Development Goals for safe water and basic sanitation by 2015. Meeting these needs requires developing new water resources, reallocating water from agriculture for urban and industrial needs, and improving water use efficiency.

PROGRAM OBJECTIVES AND THEMES

The goal of ABRI is the transformation of the culture and governance of water resources in the Middle East and Africa. It has three primary objectives:

- **Promote transboundary water cooperation to improve water security.** ABRI supports activities that build confidence and foster cooperation among riparian states. It is initially target working with regional organizations and governments to improve cooperation on the management of the Tigris-Euphrates.
- **Improve water resources management.** ABRI supports activities to strengthen regional institutions and initiatives to improve water resources management and sector governance. The initial area of focus is water valuation. ABRI will identify and reach agreement on other priority areas through consultations with USAID missions, national governments, regional organizations, and other stakeholders in the Middle East and Africa.

- **Improve access to clean water and sanitation.** ABRI can have its greatest reach and impact by working with regional water utility associations (such as the Arab Countries Water Utilities Association [ACWUA] and similar entities in Africa), selected water utilities, municipal and national governments, and private sector partners to test and share successful approaches for expanding access to clean water and improved sanitation services, improve utility cost recovery and operations, and devise creative solutions to expanding services to poor neighborhoods and villages.

Transforming the water sector requires powerful advocates in each country. ABRI is establishing a Future Water Leaders Program to build the capacity of the next generation of men and women leaders and advocates from the private sector, the nongovernmental organization (NGO) community, and the most vibrant government agencies. ABRI has also developed a communications and advocacy strategy to build support among a wide range of stakeholders and donors for transforming the way water resources are managed in the Middle East and Africa that will continue beyond the life of the program.

IMPLEMENTATION APPROACH

Based on DAI's experience carrying out FORWARD and other successful regional programs, we believe that achieving the ABRI's ambitious objectives requires the team to incorporate the following principles into activity planning and implementation:

- **Look ahead.** Because ABRI is working within a limited time frame of three years, it must incorporate approaches that attract support that will be sustained by governments, the private sector, and NGOs beyond the life of the program.
- **Treat program funds like venture capital.** ABRI funding from its sources should be used as seed money, both opportunistically and imaginatively, to expand the presence and impact of the program.
- **Create a shared vision.** ABRI must employ a consultative, collaborative, and inclusive approach in working closely with USAID missions, host governments, other donors, the private sector, and NGOs to shape activities and build broad-based support.
- **Build capacity.** ABRI will channel its efforts through existing regional and national institutions to strengthen their capacity to carry out and sustain activities to improve water resources management.
- **Generate recognition for ABRI beyond USAID.** ABRI will conduct a sophisticated communications and outreach program that has an advocacy reflecting wisdom based on experience and knowledge. We must work with diverse organizations to develop and disseminate messages and information that will generate interest and support from a broad array of stakeholders for actions to improve water resources management.
- **Mobilize a network of national champions for water sector reform.** We will mobilize this network from countries participating in ABRI and use this network to advise on program priorities and implementation strategies while potentially helping them to advance ABRI-supported initiatives in their respective countries. This group can also serve in helping share lessons learned generated by ABRI and other related initiatives in the region and around the world.

DEFINING “REGIONAL” FOR ABRI

For ABRI, regional means a focus on approaches and activities that will resonate across national boundaries and that will be implemented in several countries, at a minimum, in the Middle East and Africa. We are particularly interested in identifying and addressing those water resources issues that are relevant for both the Middle East and Africa, as a way to achieve maximum impact, but we recognize that some issues will be pertinent to one region or the other. If they have widespread significance, they will be seriously considered for inclusion in the program. Thus, ABRI focuses on “common issues.”

Regional also refers to our targeted audience. We seek especially to work with and through regional platforms, while recognizing that ABRI also needs to work at an individual country level to succeed. Thus, regional platforms are likely to be critical players in disseminating lessons and harnessing widespread support and buy-in. Individual country level programs are likely to be equally central players as ABRI uses their on-the-ground experiences to showcase good practices, either for dissemination or as sites for new interventions.

IMPLEMENTING REGIONALLY

ABRI’s regional mandate is different from most other programs that are called regional. The latter may work in many countries simultaneously, but each of their activities is usually tied to one country, rarely drawing together several on a specific effort. ABRI’s focus is regional, and its activities are intended to encourage the joint engagement of regional institutions, governments, nongovernmental entities, and experts. ABRI will not fulfill its vision if it allows itself to become stovepiped—that is, working on a bilateral basis with countries in the Middle East and Africa.

ABRI pursues its regional mandate in a variety of ways:

- **Encouraging OMEP and the ANE and AFR Bureaus to reach out to missions** in the Middle East and Africa, actively drawing them into the program as a group through cables, meetings, and regular updates;
- **Asking each ANE and AFR mission to designate a “point person”** who acts as the point of entry in that mission and serves as liaison to partners in that country and to point people in other missions;
- **Deliberately integrating its efforts with the key areas of the full OMEP team**, beyond water: public-private partnerships, democracy and governance, and communication, which directly support ABRI goals and interests;
- **Supporting regional platforms as our frontline for implementation**—such as the Nile Basin Initiative, ACWUA, Arab Water Council, South African Association of Water Utilities, Water Utility Partnership for Africa, and International Water Management Institute—that prove effective at reaching out to a number of countries and establish an immediate audience for sharing lessons and implementing good practices;
- **Emphasizing implementing lessons learned and good practices** that cover the wide range of ABRI efforts in transboundary river basin cooperation, water use efficiency, and improved water and sanitation access, drawing from the Middle East and Africa, as well as more broadly;

- **Designing and convening strategic regional workshops** that bring together the Middle East, Africa, and Asia (through the ECO-Asia Program in Bangkok);
- **Selecting activities carefully that resonate regionally** and that require the participation of more than one country in joint or parallel efforts, such as the Future Water Leaders Program;
- **Recruiting multinational technical teams for assignments** that have male and female members from the Middle East and Africa, reflecting ABRI's regional goals; and

ABRI is open to exploring and incorporating other means of demonstrating its regional focus.

DEFINING “BOLD”

We have been told repeatedly by USAID that ABRI implementation ought to be bold. In the context of carrying out a program that is addressing politically sensitive issues, we believe that ABRI can be bold by:

- **Convening forums which encourage the participation of mixed stakeholders.** In these forums, the results cannot be easily programmed or anticipated, but free dialogue on matters of serious consequence related to water will be valued and encouraged.
- **Tackling issues that others shy away from.** As part of our technical program, we intend to select some water resources issues where there has been little progress or traction because they are highly contentious. We recognize that these issues can be of the highest priority even though they have been neglected because of strong and divisive interests. ABRI should take the risk and incorporate these issues into its program. ABRI will not be revolutionary if it tackles only the easier or more malleable issues.
- **Drawing the private sector and other new stakeholders into alliances.** ABRI is bold by plainly stating that it will draw the private sector and foundations into the program. It is bold by shunning the standard approach to working with the private sector: corporate social responsibility. Our take is different. We intend to offer opportunities to the private sector to increase its market base, appealing to its core interest of increasing profits through new markets. We believe that this approach will attract their attention and interest and set us apart.
- **Creating transformation.** Our goal with ABRI is to effect real and lasting change. We seek a transformation in the culture and governance of water. We believe that ABRI can do this through the creation of creative alliances of new kinds of stakeholders. We are bold because we offer this approach as an integral part of ABRI implementation and recognize that if we cannot create these alliances, ABRI will not have fulfilled its mandate.

CRITERIA FOR ACTIVITY SELECTION

Interest in ABRI and demands on its resources far outweigh what it can reasonably commit to carrying out. The following is a proposed set of criteria for ABRI to use when selecting activities to implement. An activity will have a high priority if it:

- **Is transformational and regionally relevant, leading to significant change.** Activities we implement ought to directly support the overall program goal: to foster transformational change in the culture and governance of water in the Middle East and Africa. If an activity

seems marginal or is not likely to have a permanent impact, then it is outside our mandate and not a priority, however interesting it might be. Funding will be used opportunistically, focusing on those efforts that cull lessons and best practices and permit ABRI to disseminate and implement them on at a regional level. To that end, the activity should add to our knowledge base on water in the Middle East and Africa. The impact must be larger than the activity itself.

- **Broadens alliances with the private sector, donors, and NGOs.** The success of ABRI will depend, in large part, on its ability to establish and nurture alliances with the private sector and other key stakeholders. It must begin to develop these relationships as a means of ensuring the longer term viability of the Blue Revolution concept. Therefore, activities that are designed to bring the private sector and others key funders and stakeholders into ABRI will naturally have greater priority than those which do not target a larger, more diverse audience.
- **Promotes dialogue among many stakeholders.** ABRI activities are deliberately selected to stimulate open and active dialogue among the broadest range of stakeholders possible. Again, we cannot underestimate the critical role that regional platforms play in implementation, since they necessarily encourage broad dialogue among members.
- **Fosters equity in access and service.** An important component of ABRI efforts is improving the access of the poor to improved water supply and sanitation services. The program will seek opportunities to promote equity by selecting those activities that empower the poor and give them more control over the quality and quantity of water services. We see ourselves as an implementation arm of the Paul Simon Water for the Poor Act.
- **Generates interest from other donors.** We envision a close working relationship with multilateral and other bilateral donors.
- **Provides entry into a new country.** ABRI seeks to maximize its physical presence in the Middle East and Africa, since we have been told that the program can work in any country in the two regions, even those without USAID representation. We intend to use bureau and OMEP funding to enter and carry out activities in countries where missions devote limited funding to the water sector as a way of stimulating their interest. We may also use ABRI funds to work in countries without any USAID representation—such as Libya, Algeria, and Tunisia—where local conditions are of such importance regionally that not to carry it out would be a major oversight. At the same time, we recognize that many of the most important efforts to date have taken place in countries with sizeable USAID water portfolios, such as Egypt, Jordan, Lebanon, and Uganda. ABRI will need to maintain a presence in these countries, as well, to build on this experience and use it as a firm foundation for our implementation.

YEAR 1 HIGHLIGHTS

Highlights of Year 1 include the following:

Transboundary River Basin Workshop and Working Group. ABRI developed a scope of work to carry out a river basin workshop in November which brings together riparians from the Nile, Tigris-Euphrates, Okavango, and Mekong rivers. A design team of a facilitator and technical lead will begin the work by meeting with the ABRI in Cairo in July/August and conduct consultations in the basins thereafter. The activity seeks to encourage riparian participation

in ABRI activities through the joint design of an international workshop and a working group; explore commonalities in interests and opportunities among the river basins to stimulate joint programming within ABRI and with the Nile Basin Initiative (NBI) and the USAID ECO-Asia Program based in Bangkok under the USAID/RDMA; and provide an opportunity for riparians to examine other river basins to expand their visions of how riparians can work cooperatively, identify lessons, and incorporate good practices into their own planning and operations. A core group of participants at the workshop will form a working group to explore one or two critical issues on a regular basis. We expect the activity will be carried out in partnership with the ECO-Asia Program, based in Bangkok.

Transboundary Aquifer Cooperation. A technical team visited Jordan, Yemen and Egypt to explore opportunities for ABRI to work on transboundary groundwater issues. Following discussions with the Government of Jordan and USAID/Jordan, the team recommend working with a aquifer committee composed of Jordanian and Saudi members. However, due the sensitive state of discussions between the two countries concerning drilling distance from the border, both the Minister of Water and Irrigation and the US Department of State decided that the time was not appropriate and that the proposed intervention might even be counterproductive. This experience highlighted the general difficulties related to addressing transboundary water issues, most especially those related to groundwater.

Tigris-Euphrates Track 2 Technical Cooperation among Riparians in Iraq, Syria and Turkey. ABRI, working with representatives of Harran University and WWF-Turkey in Turkey, Aleppo University and Furhat University in Syria, and Kent State University finalized the implementation plan for the Track 2 technical activity. The activity is "Collaborative Planning and Knowledge Base Development Among Universities in the Tigris-Euphrates Region." DAI is now working with Kent State and other partners to determine subcontracting mechanisms. In addition, ABRI has been communicating with the University of Baghdad and the University of Basrah to join as the Iraq contingent in the activity. ABRI has received a determination that it may use program funds for Syrian participation and now can begin implementation.

Yemen Aquifer Assessment. Our partner in Sanaa, Hyrdo-Yemen has developed a scope of work to assess aquifer opportunities for action in the Wadi Ahwar Basin. The activity seeks to fill the information gap in water resources data in the area by reviewing information and creating a database, reviewing and designing a monitoring network, conducting a well and spring inventory, and updating groundwater flow models. The scope of work is currently being reviewed by USAID/Yemen.

Water Users and Commercialization Trends. The design team has submitted its final WUA assessment report, following a visit to Morocco, its fourth country to investigate. The team also developed a scope of work which will create a multi-stakeholder dialogue to explore how water user participation energy can be harnessed to support private sector initiatives, including private sector investment, export marketing, bulk purchases and sales, quality assurance, advanced technology, and tradable water rights. The activity will create a technical working group to meet first in October/November 2008. The first TWG meeting will focus on ways to enable WUAs to integrate the activities of water and agriculture stakeholders to help farmers increase their incomes. Participants will include representatives of WUAs, water agencies, private sector, and international agencies. Participants will prepare brief papers on the status of the issue from their perspectives, identifying opportunities and constraints, based on national experience and collectively develop an agenda for subsequent meetings.

ACWUA Working Group on Poor. ABRI has received the approval of ACWUA Foundation Boards members in Egypt, Lebanon, Jordan, Abu Dhabi and Bahrain to support the Technical Working Group on the Poor. The ABRI COP met with the GTZ responsible person in Beirut to discuss a partnership between the two. GTZ is the lead donor supporting the fledgling entity. The first meeting of the TWG is planned for Cairo in mid-July, tied in with a meeting of the Council of Water Ministers to meet under the auspices of the Arab League.

Regulatory Reform Platform. ABRI has held consultations with stakeholders in Morocco, Jordan, Lebanon, and Egypt and has found significant interest in creating a platform of some kind to bring the parties together to discuss regulatory reform. It has submitted a scope of work to USAID for approval which seeks to create a regional platform to facilitate a dialogue among government officials and government agencies in the Middle East on regulatory reform in the water sector, identify the latest developments and approaches in regulatory agency management through consultations with key parties and consider their appropriateness for the realities of the situations in the target countries, explore interest in and options for a network, alliance, or working group of government officials and government agencies that can share experiences and best practices, and as opportunities emerge, within single countries, promote and facilitate best practices in regulatory reform

Water Utility Training in Africa. ABRI hosted a Water and Sanitation Utility Reform and Governance Training Workshop for USAID staff based in the AFR region. This workshop was held in Dar es Salaam, Tanzania from June 8 - 11, 2008, and was attended by 19 participants representing 14 USAID missions in the Africa Region: Malawi, Uganda, Senegal, Ethiopia, Zambia, Mozambique, Ghana, Madagascar, Kenya, Tanzania, Somalia, Angola, and USAID's regional offices for East Africa and Southern Africa. Workshop sessions covered the following topics: Paul Simon Water for the Poor Act; Status of the Millennium Development Goals in Africa; Overview of sector issues; Key regional partners and donor activities; Water and Sanitation Service Delivery Overview; Utility Reform and Governance; Service Models for the Poor; Financing Water and Sanitation; and USAID's Field Support Mechanisms. The participants also visited a community water supply project sponsored by the Dar es Salaam water utility.

EWRA Twining. Nick Carter, Executive Director of the Abu Dhabi Regulation and Supervision Board, spent three days in Cairo working with the Egyptian Water Regulatory Agency and ABRI to define an exchange program between the two agencies. Mr. Carter gave a detailed presentation to a large audience from EWRA about the operations of RSB. He later explored with EWRA and ABRI how the two entities might work together on economic and technical regulatory imperatives for EWRA. We expect the exchange will begin with two staff from EWRA going to Abu Dhabi for training and discussions.

Future Water Leaders Program. ABRI sent out between 500 and 600 applications through the Middle East, US, Europe to encourage widespread consideration of the program. Based on this solicitation in April, ABRI received 105 applications from ten countries for the Future Water Leaders Program. With the assistance and concurrence from USAID/OMEP, it selected 26 participants for the program and included nine people for the wait list. Of the 26 participants, nine are women. Participants come from Morocco, Algeria, Tunisia, Egypt, West Bank/Gaza, Jordan, Lebanon, Iraq, Yemen, and the United Arab Emirates. It began detailed preparations for the first Future Water Leaders module, which will take place in Aqaba, Jordan from 3-7 August and focus on the theme of "Expanding the Network to Reach the Poor."

Alliance Building and Partnership Development. ABRI completed the Co-Investment Strategy, market research to vet the strategy and identify the highest impact partners, and finalized the Alliance Building Implementation Plan for Year 2. Concrete steps were made towards building partnerships began with regional platforms including, among others, UN-Habitat's Global Water Operator Partnership (GWOP), Water Sanitation for the Urban Poor, and United Nations University by collaborating on workshops, knowledge sharing and training curricula development to support the Future Water Leaders and ACWUA's Poverty Orientation Technical Working Group. Water Sanitation for the Urban Poor have an interest in collaborating with USAID as they share our mission to invest in long term institutional capacity building to reduce poverty. They have nominated a point person to identify resources to provide relevant content, case studies and best practices for both the FWLP module 1 "Reaching the Poor" as well as for the ACWUA poverty orientation technical working group. Through the alliance building efforts, ABRI gave presentations in Cairo to the American Chamber of Commerce in Egypt and the British-Egyptian Business Association. Participants included representatives of major engineering firms, banks, accounting firms, and other significant companies. Results include a follow-up presentation to the regional American Chamber of Commerce in Amman in October, discussions on working with Am Cham on an information clearinghouse for water, a series of roundtables from specific industry sectors, and a special presentation to the Rotary Club of Giza following iftar during Ramadan in mid-September. Finally, outreach to targeted foundations and international organizations in water supply and sanitation for Africa has begun to build the foundation for future partnership opportunities once the Africa Strategy is in place.

State/USAID Water. ABRI prepared and finalized the Paul Simon Water for the Poor Act Report and delivered copies to State Department on June 4. This report contains the joint USAID-State Framework for Action for Addressing Water Challenges in the Developing World.

International Outreach. ABRI completed plans for its panel, "Highlighting Worldwide Successes in Innovative Financing for Water and Sanitation," at World Water Week in Stockholm on 23 August. The proposal was accepted by SIWI and will be a panel of officials and practitioners from around the world who have first-hand knowledge of this approaches, based on USAID assistance. The panel is chaired by Jackee Schafer, AA for EGAT, and John Wilson. ABRI is planning for participation at other international venues and has formed an internal committee to identify most valuable targets for alliance building and raising the profile of the Blue Revolution.

Morocco Wastewater Reuse Pilot Project. ABRI has developed a scope of work to design a pilot project in wastewater reuse for agriculture in Meknes, Morocco. The activity will assist the Governorate of Meknes to use treated wastewater in financially profitable, socially acceptable, and environmentally safe ways; develop institutional and technical recommendations for a pilot project for regulating and managing wastewater reuse for agriculture; develop and reinforce collaborative relationships among participating local agencies to support wastewater reuse for agriculture; and ensure that the operational, financial, and health interests and concerns of farmers about using treated wastewater are understood by the government and integrated into its implementation plan.

Bujagali Dam Environmental Mitigation Assessment. At the request of the AFR Bureau, ABRI mobilized an international environmental consultant to join a field mission to define activities and approach for the USAID Bujagali Project that will support the environmental monitoring and mitigation program for the Bujagali Hydropower Project (BHP) through four activities: (1) provide operational and technical assistance to a Bujagali Project Monitoring Committee to be convened by the Government of Uganda; (2) monitor water quality and

fisheries in the affected area and develop and support an appropriate mitigation program; (3) support the reforestation efforts proposed for the Bujagali Dam and the Kalagala offset; and, (4) develop a Mabira Forest Management Plan and support the mitigation program for impacts of the transmission lines to the Mabira Forest Reserve. The ABRI consultant met with a number of interested parties, developed a Statement of Work, recommended a procurement approach, and produced an estimate of the budget required to carry out the work.

LESSONS LEARNED IN YEAR 1 OF ABRI

During the first year of program implementation, the technical learned face many challenges and learned much about how to implement this complex and challenging program. The most immediate of these lessons are the following:

- **Implementing regionally is different from implementing in a region.** USAID is by and large a bilateral agency basing development assistance on direct relationships between a mission and a host country. Our years of experience implementing USAID regional programs have focused on designing and carrying out activities in specific countries. Those activities rarely brought together a number of countries for a single purpose. ABRI is significantly different from these previous efforts. ABRI has a far different mandate. For the most part, its activities cross national boundaries and draw together a number of countries that face similar problems. This mandate is far more challenging, since it requires an openness in the dialogue and a sharing of experiences – successes and failures – that is not common.
- **Different USAID bureaus have different agendas.** We started implementation on ABRI with an expectation that the ANE and AFR bureaus has a common understanding and vision of the program, that ABRI would be designed and implemented as a single effort with activities reaching across the Middle East and Africa. We anticipated that activities as disparate as groundwater management, water users associations and future water leaders would draw together the two regions. This was not the case. In fact, only two efforts may cross the divide: an international workshop and working group on transboundary river basin management and support for water and sanitation utility associations. The reasons are partly historical. Although the ANE Bureau has been deeply involved in larger water issues, including those related to water and sanitation at a utility level, for decades, the AFR Bureau has tended to work at a community level dealing with water supply, often with NGOs. The result is an overall program that is working on parallel tracks with little crossover, thus far.
- **There has been a serious imbalance between the Cairo and Bethesda offices.** ABRI was designed and implemented for much of 2007-2008 as a US-based program. That meant that most of the technical team and supporting services were in Bethesda, in the DAI home office. The chief of party, with limited administrative support, was based largely alone in Cairo. During the first year, this situation led to difficulties in communication, assigning responsibilities, meeting targets, and work overloads. As a result, the chief of party has developed a new staffing plan, shifting the base from Bethesda to Cairo, adding full-time team members in Cairo, and reducing staff in the US.
- **There is a palpable hunger for training and skills building which cuts across the Middle East.** Even with relatively little outreach and marketing of the call for applications and only one month allowed between the time of announcement and the application due date, ABRI still received 105 applications for the Future Water Leaders program. The response from some countries, like Jordan and West Bank/Gaza, was stunning in both the

number of applicants and the quality, pointing to the demand for opportunities such as Future Water Leaders. On the other hand, the response from the North African Arab countries (i.e., Morocco, Algeria, Tunisia, Libya) was very limited, pointing to the need for more extensive marketing of the program. The reception only confirmed our perception that experts in the water sector from all kinds of entities want to strengthen their technical and management skills, and that by doing so, we would strongly encourage their continued involvement in and future contributions to the sector.

- **ABRI must learn to talk the talk, besides walking the walk.** The private sector's terminology and approach to building partnerships has a distinct flavor which differs some from that of the development world. It requires constant communication and team work between the team members in order to ensure we are all marching along the same path and tapping into/leveraging everyone's specific skills. This has been difficult given the program structure of a split location team and limited time allocation for experts.
- **Investing in a single country may have an oversized payoff.** Although ABRI's activities are usually regional, there were two instances when the design of activities focused on a single country: wastewater reuse in Morocco and aquifer management in Yemen. At a time of quite large water portfolios in most USAID programs in the Middle East, Morocco and Yemen are outliers. They have either quite small or no water programs currently. ABRI support may serve two purposes: (1) assisting a country with a specific need and (2) acting as a first step to an expanded water program in the future.

2. PROPOSED YEAR TWO ACTIVITIES

TASK 1: TRANSBOUNDARY WATER

ACTIVITY 1.1*

DESIGN AND HOLD AN INTERNATIONAL RIVER BASIN WORKSHOP AND CONVENE A TECHNICAL WORKING GROUP FOR THE MIDDLE EAST, AFRICA, AND ASIA

GEOGRAPHIC FOCUS

- Nile, Tigris and Euphrates, Okavango, and Mekong river basins

OBJECTIVES

- Encourage riparian participation in ABRI activities through the joint design of an international workshop and a working group;
- Explore commonalities in interests and opportunities among the river basins to stimulate joint programming within ABRI and with the Nile Basin Initiative (NBI) and the USAID ECO-Asia Program based in Bangkok under the USAID/RDMA;
- Provide an opportunity for riparians to examine other river basins to expand their visions of how riparians can work cooperatively, identify lessons, and incorporate good practices into their own planning and operations; and
- Provide a continuing forum for riparians from different basins can share lessons, address common problems, and jointly develop solutions and apply them.

APPROACH

ABRI's approach is to be expansive and inclusive. With this workshop and working group, it has an opportunity to join with the ECO-Asia Program and to seek other partners in an alliance of similarly thinking entities. We have already been in communication with ECO-Asia, and they share our interest in implementing a joint effort which highlights challenges and successes on the watersheds. We believe this jointly managed activity will cement a productive working relationship with USAID's other regional water program under the broad umbrella of the Blue Revolution Initiative. Our most obvious challenge will be to identify the most appropriate target audience and obtain their agreement to attend. Furthermore, we face the challenge of ensuring that this conference is not a one-time event. We seek to design it and invite the most promising set of people from the regions in ways that encourage follow-up actions. The phases of this activity are as follows:

1. **Consultations and Workshop Design.** A team of technical lead and conference facilitator will meet with the ABRI chief of party in Cairo to discuss the effort in late June or July. They will contact the leading stakeholders in the four basins and make appointments, determine a travel schedule and visit the most important locations. To do this they will be in close touch with the larger community that has an intimate knowledge of the four basins. These include as a starting list: the World Bank, the Nile Basin Initiative (NBI) secretariat in Entebbe and regional offices, the Arab Water Council in Cairo, the Euphrates-Tigris Initiative for Cooperation (ETIC), the Okavango oversight committee, CDR Associates, USAID/RDMA in Bangkok, USAID/OMEP in Cairo, the Mekong River Commission in Vientiane, and regional

and local entities. The consultations to the four locations need not be comprehensive and all-inclusive, as this would be too time-consuming and costly. Instead, the team will recommend to the COP the locations they intend to visit. The team will design the conference with a full agenda, timeline, suggested participants, and recommended expert organizers, speakers, and resource people.

2. **Workshop Organization.** The workshop facilitator and technical lead will work closely with ABRI management and USAID to develop a detailed agenda for the workshop and take care of all management issues and logistical matters, including workshop venue, participant list and invitations, speaker invitations, etc. They will prepare all materials or provide instructions to all speakers and resource people. In essence, they are responsible for carrying out the meeting and ensuring its success, although the ultimate responsibility lies with the chief of party. We expect that ECO-Asia and others will play an important role in designing the meeting and contribute significantly to its conduct. The design in final form ought to be ready by August.
3. **Workshop Convening.** Based on consultations, the design and implementation team of facilitator and technical lead will convene and manage the workshop in a location of mutual importance. Given the location of ABRI in Cairo, it may be easiest to hold the workshop in Sharm El Sheikh which provides excellent services. However, it has been difficult to arrange visas for some participants, and a more amenable location might be more desirable. The organizing team will determine the ease of entry and logistics as part of the pre-workshop efforts. The workshop is likely to be three days in full plenary and small groups with an initial meeting on the first day and a one day field trip to sites of relevance and interest. We anticipate a workshop in November, avoiding any regional holidays in the fall.
4. **Working Group Formation.** The primary result of the workshop ought to be agreement from participants in the creation of a technical working group to follow-up discussions during the remaining months of ABRI. The TWG ought to coalesce around one or two critical issues. The organizers will enter the workshop with a set of principles and guidelines against which the TWG will be organized and activated. These guidelines will be provided to workshop participants for agreement and/or comment. The organizers ought to have identified, at a minimum, a shortlist of critical issues to explore in the course of the TWG. We hope that at the workshop, the participants will agree on the issue and on the composition of the group. We want to move expeditiously from one venue to the next. We anticipate that the first meeting of the working group will be in January 2009. The group will work toward a common, concrete result, to be determined during the course of their meetings.

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

We believe this jointly managed activity will cement a productive working relationship with USAID's other regional water program, ECO-Asia. The most obvious challenge will be to identify the most appropriate target audience and obtain their agreement to attend. Furthermore, we face a challenge of ensuring that this conference is not a one-time event. We need to design it and invite the most promising set of people from the regions in ways that encourage follow-up actions.

POTENTIAL PARTNERSHIPS

This activity provides an excellent opportunity for ABRI to form alliances across the Middle East, Africa, and Asia with peer programs, donors, and other stakeholders.

EXPECTED DELIVERABLES

- Trip reports based on visits to the basins or other consultations providing option and directions for the design of a conference on transboundary river systems in the Middle East, Africa, and Asia, identifying objectives, participants, focus, detailed session descriptions, required experts, and budget. The reports should include an assessment of opportunities and challenges for bringing this wide array of people together, along with recommendations for the best target group to invite and why. Contact information for all people interviewed.
- Fully developed workshop agenda addressing all management issues and logistical matters, including workshop venue, participant list and invitations, speaker invitations, etc.
- Workshop proceedings highlighting the contents and agreement on the working group.
- Detailed design for working group formation focused on a key basin issue and minutes and agreements of meetings
- Concrete result for the meetings of the technical working group, to be determined early in the course of the effort.
- Press or other notices for wide circulation to raise ABRI's profile.

TIMEFRAME

This activity will run from June 1, 2008, through April 30, 2010. The following is a tentative schedule of due dates for deliverables:

- Trip reports to basins: August 2008
- Implementation work plan: September 2008
- Invitations and logistics: September 2008
- Workshop: November 2008
- First working group meeting: January 2009

*Implementing this activity depends upon having adequate funding, given a proposed change in the ABRI long-term staffing plan for the Cairo field office. We required USAID guidance concerning its priority.

ACTIVITY 1.2

CARRY OUT COLLABORATIVE PLANNING AND KNOWLEDGE DEVELOPMENT AMONG UNIVERSITIES IN THE TIGRIS-EUPHRATES REGION

OBJECTIVES

- Encourage riparian collaborative actions through the joint design and implementation of a priority technical activity;
- Strengthen the role and influence of regionally focused entities, like Euphrates-Tigris Initiative for Cooperation (ETIC), to operate productively at a regional level;
- Improve data management capabilities for universities, governments, and other stakeholders;
- Increase knowledge about existing data and publications;
- Produce harmonized framework for methodology, standards and planning;
- Establish a clearinghouse to increase access to information;
- Raise the profile of collaborative initiative regionally and internationally; and
- Secure funding from the investors to expand and sustain cooperation.

APPROACH

In April 2008, ABRI invited senior representatives from the academic and NGO communities in Iraq, Syria, and Turkey to a week-long workshop. Participants attended from Al Furat University and Aleppo University of Syria, Harran University of Turkey, World Wildlife Foundation-Turkey, and Kent State University of the United States (the invitees from Iraq, unfortunately, were unable to attend because of last-minute visa problems). The participants agreed that water resource data often lies at the heart of misunderstandings or conflicts over shared water. The challenge, at least initially, is to overcome decades of mistrust and suspicion and build a shared culture of trust and transparency. Consequently, the group decided it wanted to spearhead an effort to foster collaborative planning on data management in the Tigris and Euphrates region. The result was a detailed work plan encompassing the following tasks:

- **Outreach**—dissemination of information on activity among regional NGOs and the international community.
- **Inventory**—collection and processing of a broad range of water-related data focused on the Tigris and Euphrates region.
- **Data Harmonization**—establishment of a transboundary harmonized data set.
- **Capacity Building**—strengthening of the capacity of faculty, graduate students, government officials, NGOs, and other stakeholders in the three countries to manage these data.
- **Clearinghouse**—creation of a prototype of an electronically-retrievable clearinghouse of information, technical news reports, and summaries of published technical articles accessible through the Internet.

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

The major challenge that ABRI is facing is securing the outside funding needed so Syria can continue to participate in this activity.

POTENTIAL PARTNERSHIPS

Baghdad University and University of Basra in Iraq, Aleppo University and Al Furat University in Syria, and Harran University and the World Wildlife Fund office in Turkey have all expressed their commitment to this activity. We are identifying NGOs in Iraq and Syria to round out the group.

EXPECTED DELIVERABLES

- Inventory of interested NGOs
- Awareness campaign work plan
- Report on databases in the Tigris and Euphrates region including descriptions of formats and standards
- Final inventory
- Harmonized set of data shared among riparians in the TE Region
- Prototype clearinghouse website in English

JUSTIFICATION

Changing geopolitical conditions make an ABRI-sponsored collaborative initiative among Tigris and Euphrates riparians for integrated water management promising and thoroughly consistent with ABRI's mandate to transform the culture and governance of water.

TIMEFRAME

This activity will run through the life of the ABRI program. Major events during the initial period include a meeting of all the participants from the three countries to launch implementation in mid-July 2008.

TASK 2: WATER RESOURCES MANAGEMENT

ACTIVITY 2.1*

EXPLORE INTEREST IN WATER VALUATION AMONG WATER SECTOR STAKEHOLDERS IN THE MIDDLE EAST

Much of the economic analysis related to water has focused on the pricing of water, that is, the cost of service delivery to be passed on to subscribers or other users. ABRI proposes to examine water from a different perspective. It intends to carry out an assessment of interest in the Middle East in exploring the use of water valuation as an approach in relation to water use efficiency and management. The focus here is on what water is worth, not what can be charged for it. A small team of experts will visit a number of countries in the region and consult with a wide range of stakeholders to determine their perspectives on domestic water allocations and use and test the social, economic, and political waters.

OBJECTIVES

The objectives of this effort are to:

- Determine the extent of dissatisfaction with and concern over the present state of intersectoral allocations in countries, the efficiency of use, and the overall management of the resource;
- Assess interest in the Middle East among major stakeholders in considering at policy and operational levels new approaches in water governance and allocations; and
- Introduce water valuation concepts and approaches into expanded dialogues on water use in selected countries through a working group, pilot project, or another vehicle.

APPROACH

A small team of water experts will visit selected countries in North Africa and the Central Middle East to begin a policy dialogue with stakeholders. ABRI will visit only those countries that have declared an interest in pursuing the topics. Candidates that have expressed an interest in some manner include Morocco, Egypt, Jordan, and Lebanon. Other options include Tunisia, Yemen, and Abu Dhabi. The final determination will be made in consultation with USAID/ME, USAID/OMEP, and ME missions, and through ongoing consultations with governments in the region.

The team will meet with a wide range of stakeholders and ascertain the extent to which stakeholders, particularly government officials in responsible positions, are willing to begin a dialogue. It will be interesting and relevant to determine the extent to which that dialogue may be made public or whether political concerns will lead it to be held among a highly restricted group of people, if at all.

The team will determine the commonalities of concerns and opportunities across borders and whether a “regional” activity is feasible or whether the topic lends itself more appropriate to a solely domestic market. Our inclination is to stress the cross-border approach, since it reduces political pressures and concerns within a single country. A

regional dialogue on water valuation is less likely to be politically threatening. The focus is on what water is worth given (1) its state (freshwater, groundwater, a mix, brackish water, treated wastewater at what level, untreated wastewater, desalinated water, etc.), (2) its location (easily retrieved or not), (3) its condition (renewable, nonrenewable, fossil), and other pertinent characteristics.

Based on their consultations, the team will determine the readiness of stakeholders to enter into a serious and productive conversation on water valuation and will recommend ways of moving ahead, perhaps through a working group, regional workshop, or pilot effort.

EXPECTED DELIVERABLES

Deliverables include the following:

- Situation analysis of the current status of thinking on exploring the use of water valuation techniques
- Consultative report based on visits to countries in the Middle East to determine interest in pursuing regional efforts on water valuation, including an assessment of current thinking, opportunities and constraints, and recommended next steps in the form of a scope of work
- Deliverables growing out of the effort to be recommended by the technical team
- Photocopy of all business cards collected by the team submitted to BRI. If cards are not available, all contact information, including name, position, contact information, must be provided.

JUSTIFICATION

Through this activity, the Advancing the Blue Revolution Initiative will explore an innovative approach that could address one of the most critical and longstanding issues in the Middle East: the frequently gross inefficiency of water use in the world's most water scarce region. Almost uniformly across the region, the great preponderance of renewable water resources, and often non-renewable groundwater resources – as in Saudi Arabia, Jordan, and Libya, are allocated to agriculture. Entrenched, powerful interests have kept the water sector in a state of economic and social paralysis and will oppose opening a dialogue which could lead to reallocations for other uses. We recognize that many stakeholders in the region understand that any discussion related to the value of water is essentially an overture to a serious dialogue about how countries allocate water across sectors. We believe that couching that discussion in the context of water valuation will be productive and bear results. At a minimum, government officials and other stakeholders in the Middle East will understand the implications of allocations and be better informed to make future decisions and, we hope, begin to discuss more openly a critical topic that has too long been ignored or avoided.

The facts concerning current allocations are stark. In Egypt, Iraq, Libya, Morocco, Oman, Saudi Arabia, Tunisia, and Yemen, more than 80 percent of the renewable water resource is designated for agriculture, although it contributes less than 15 percent to each country's GDP. In Jordan, agriculture uses about 75 percent of the renewable water, but the economic return is only three percent. At the same time, in each of these countries, the majority of the workforce is

involved in some agricultural activity, and curtailing agriculture drastically would have a serious negative impact on their lives. Despite the challenges, this exploration by ABRI comes at a time when government leaders and other powerful stakeholders in the water sector may be likely to be far more open to engaging in a far-reaching policy dialogue because of spiraling forces outside their control: climate change and the exploding food crisis.

These two issues, undeniably the most serious facing humankind today and probably for the next half century, are intricately linked to each other and to water supplies at global and national levels. Climate change threatens to drastically change the future for our children and grandchildren in ways that are barely conceivable to us now. There are already forecasts of coming disasters: a rise in the Mediterranean that will lead to the flooding of Alexandria and large parts of the northern Delta of Egypt. As the spearhead of a potential revolution, ABRI has an obligation to explore new approaches and encourage dialogue and careful thinking about how to mitigate or stop self-inflicted harmful actions. ABRI is also obliged to make that dialogue as informed as possible, avoiding political minefields, and focusing instead on both the technical merits of the approach and its socio-political-economic appropriateness.

TIMEFRAME

The activity will run from July 2008 through April 2010.

*Implementing this activity depends upon having adequate funding, given a proposed change in the ABRI long-term staffing plan for the Cairo field office. We required USAID guidance concerning its priority.

ACTIVITY 2.2

ASSESS OPPORTUNITIES FOR IMPROVED AQUIFER MANAGEMENT IN YEMEN

GEOGRAPHIC FOCUS

- Wadi Ahwar Plain, Yemen

OBJECTIVE

- Facilitate the proper storage and manipulation of hydrometric, geological, hydro-geological, and water use data;
- Review the existing water resources monitoring network and, if deemed necessary, design a new monitoring network;
- Complete a detailed inventory of wells and springs in the Wadi Ahwar plain and develop updated groundwater flow models for the Wadi Ahwar plain.

APPROACH

1. Review and Consolidation of Information and Database. Reliable data are an essential element for evaluating water resources and preparing a water management plan. During the past 18 years, a number of studies related to the geology, hydrology, and hydro-geology of the Ahwar plain have been carried out. However, the data on water resources are incomplete and are scattered among several institutions. Specific ABRI tasks will include:

- Collect all relevant water resources information available at various offices in the Sana'a and Abyan governorates;
- Review the tabulated data related to water resources management that were collected during previous studies and monitoring activities;
- Check and standardize the data according to the NWRA database system;
- Develop or adapt a database;
- Input available data; and
- Carry out the quality control of data and dispose all unreliable data.

2. Review and Design of a Monitoring Network. The collection of hydrologic, hydro-meteorological, and hydro-geological data is the basis of any water assessment program. Currently, there are only one or two meteorological stations under operation. Specific ABRI tasks will include:

- Assess suitability of current existing data, taking into account the logistics of operations;
- Select new sites and assess the required equipment for network enhancement and make arrangements for installation;
- Develop standard procedures for the monitoring and output data format consistent with NWRA database system;
- Process the collected data and assess the quality of the information;
- Assess the flow volumes in the gauged catchments and extrapolate the results to ungauged catchments.
- Establish a general water balance for each of the wadis and main watershed; and
- Establish statistically significant trends in the groundwater levels and groundwater quality, using also historical data.

3. Well and Spring Inventory. Wells are the main sources of quantitative information on aquifer type, aquifer productivity, groundwater levels, abstraction, and groundwater chemistry. Specific ABRI tasks will include:

- Review previous well inventories;

- Carry out well inventory according to the NWRA guidelines;
- Obtain a groundwater level measurements from the surveyed wells, whenever possible, as well as measurements of the conductivity, pH, and temperature;
- Store data in a database system developed above;
- Process collected data; and
- Visualize/interpret the results of inventory on maps and graphs.

4. Groundwater Modeling. Groundwater modeling is a tool that aims to predict movement of groundwater and dissolved compounds under natural and artificial conditions. Specific ABRI tasks will include:

- Update the estimates on annual recharge and discharge;
- Providing details of the models developed (MODFLOW code) are available, review the adopted numerical algorithms;
- Make predictions for groundwater table changes and simulate the variations of aquifer water levels in future, under the present abstraction rates as well as simulated abstraction rates;
- Assess the general flow direction of groundwater; and
- Examine the possibility of interference of groundwater aquifers layers in horizontal and vertical directions.

POTENTIAL PARTNERSHIPS

A number of government entities are involved in surface and groundwater issues in Yemen, including the Ministry of Irrigation and Agriculture, the Ministry of Water and Environment, the National Water Resources Authority (NWRA), the Ministry of Local Administration, Ministry of Work and Social Affairs, governors and governorates, district government, and local councils. During a December 2007 visit to the key ministries and entities, the ABRI team learned that the NWRA is currently supervising the activities of all donors who are working to develop the water sector in Yemen. The ABRI team interviewed Salem Bashuaib, NWRA chairperson, and his technical staff to discuss possible ways of contributing to develop water sector in Yemen. Many ideas were discussed before the team and the authority agreed on selecting Wadi Ahwar as a basin for implementing the ABRI activity.

EXPECTED DELIVERABLES

- A database system compatible with the main NWRA database system
- All historical data screened, documented, and available within the database
- An operational network (existing and new proposed) that allows for the collection of hydrological, climatological, and surface and groundwater data
- Assessment of quantity and quality of surface and groundwater resources in the project area
- Evaluation of significant trends in the groundwater levels and groundwater quality
- Geographical position of all wells and springs in the Ahwar plan
- Process and checked data on all wells according to the NWRA guidelines
- A piezometric map of the plain
- Improved estimates on recharge and discharge
- Updated groundwater flow models

JUSTIFICATION

This activity seeks, in part, to encourage USAID/Yemen's renewed engagement in the water sector. By selecting an activity of high priority to the GOY, we hope that will signify a renewed partnership between government and donor in the future.

TIMEFRAME

The expected timeframe is eight months, from July 2008 through February 2009.

ACTIVITY 2.3

EXPLORE IRRIGATION WATER USER ASSOCIATIONS AS DRIVERS FOR COMMERCIALIZATION AND IMPROVED WATER MANAGEMENT

OBJECTIVE

- Create a multi-stakeholder dialogue to explore how water user participation energy can be harnessed to support private sector initiatives, including private sector investment, export marketing, bulk purchases and sales, quality assurance, advanced technology and tradable water rights.

APPROACH

During Phase 1 of this activity, the team looked at the status of water user associations (WUAs) in Jordan, Egypt, Turkey, and Morocco to identify successes and failures; determine factors that account for their disappointing role; and assess their potential to become drivers for commercialization and improved water management. We concluded that WUAs in the four countries have one common role—water distribution—which they fulfill successfully. In each country, WUAs are ideally situated as the single institution that deals with all farmers in the command area and thus could play more varied and more important roles. However, they are constrained by their legal and institutional context, which isolates them and limits their own expectations and the imagination of leaders and members alike. In each country, WUAs are given a limited mandate, whether or not it is proscribed by law, and virtually no opportunity to use their strength to greater advantage. ABRI wants to explore ways to engage other stakeholders in the agricultural sector to enhance the role of WUAs to benefit farmers and other stakeholders as well.

Even with minimal support and no training, WUAs have successfully integrated water users—farmers—into an equitable institutional structure. All other dimensions of farming and commercialization are fragmented, however, leaving farmers to compete for access to technical and marketing information and supplies. Extensionists, input suppliers marketers, and other stakeholders all appear to be oblivious to the potential of WUAs. We see them as an important vehicle to reach all farmers, aggregate production, improve quality, and expand commercialization while giving farmers the resources and incentives to increase water use efficiency.

We will carry out this activity in three steps.

1. Create a working group that will share experiences and begin an intra-sectoral dialogue aimed at making WUAs central to agricultural development in the Middle East, both conceptually and institutionally. We will launch this group at an international workshop held in Egypt in late October 2008. The first workshop will focus on ways to enable WUAs to integrate water activities and help farmers increase their incomes. Participants will include representatives of WUAs, water agencies, the private sector, and international agencies. Participants will prepare brief papers on the status of the issue from their perspectives, identifying opportunities and constraints, and then collectively develop an agenda for subsequent meetings.
2. The first workshop will develop an agenda for two subsequent workshops to address interim issues and refinements of the principal topic. Possible examples are investigating different legal structures, mobilizing private sector extension inputs, and restructuring WUAs to manage expanded tasks.
3. In addition, if requested by a USAID mission, we will hold similar national multi-stakeholder workshops to bring our approach to bear in a national context. For example, in Morocco, consideration is being given to change the role and structure of ORMVAs for increased private

sector-led agricultural development. We could organize a workshop to help explore how WUAs can be most effective in the changed context.

The working group will meet again in February and May 2009. National workshops, which would require additional funding, could be carried out as requested during 2009.

CHALLENGES AND OPPORTUNITIES IN IMPLEMENTATION

The challenge is to bring together a wide enough range of stakeholders from the different countries to conduct a meaningful and practical dialogue.

POTENTIAL PARTNERSHIPS

Given the thrust of our thinking, the most important partner for ABRI will be the private sector: private growers, networks of private purchasers and distributors, private water system operators, and others from the private sector who would consider investing in or managing irrigation systems.

EXPECTED DELIVERABLES

- Brief issues paper: August 15, 2008
- Workshop reports: two months after each workshop
- Final report

JUSTIFICATION

ABRI's wants to try something new when dealing with irrigation organizations. ABRI does not intend to follow the well-trodden path dealing with water user participation. Instead, we seek to explore how water user participation might stimulate change in economic growth, private sector investment, new management strategies, and partnerships in irrigation, as well as how these new initiatives might, in turn, stimulate water user participation. We seek to answer the question of how can water user participation help transform the governance and culture of water.

TIMEFRAME

This activity will run from the date of approval by the ACWUA Interim Board of Directors through the end of ABRI on April 30, 2010.

TASK 3: WATER SUPPLY AND SANITATION

ACTIVITY 3.1

SUPPORT ACWUA'S TECHNICAL WORKING GROUP ON POVERTY ORIENTATION

OBJECTIVES

- Create a vibrant and productive Poverty Orientation Technical Working Group (TWG) that will examine and exchange good practices, actively discuss poverty-related issues, and seek and try promising solutions to address them;
- Clarify the immediate and longer term needs and concerns of participating institutions in addressing poverty issues;
- Encourage the advocacy of the urban, periurban, and rural poor in order to influence decisions, priorities, and allocations at higher levels of government; and
- Strengthen ACWUA overall.

APPROACH

Our approach is open, participatory, and transparent. Essentially, we will give the TWG members decision-making authority over ABRI's dedicated resources for this activity, allowing them to match resources with priorities. ABRI proposes to work closely with the Chair of the Poverty Orientation TWG and its members in three phases:

- 1. Design and Formation.** If the membership of the TWG is not yet settled, we suggest that a core group of 6 to 10 active and committed members be recruited. Others may join later. During this phase, ABRI could help the Chair convene an initial meeting to define the goals of the TWG. By email, the members will then determine the agenda, which could include:
 - Developing a charter for the working group;
 - Identifying the TWG's initial priorities and long-term goals;
 - Doing a first assessment of experiences that other countries have applied to improve access to water and sanitation for the poor. These include the use of subsidies (Chile and Cote d'Ivoire), private sector participation (Manila and Ho Chi Minh City), creative contracts with private operators (Senegal), and public-private partnerships;
 - Discussing activities the TWG should undertake in its first year;
 - Identifying the type of support the TWG will need to carry out these activities; and
 - Preparing an implementation plan that identifies objectives, specific activities, and the support required to carry out its annual work plan.
- 2. Implementation.** The TWG will determine a set of efforts that might include workshops, international study tours, analytical studies, and pilot activities with selected utilities. The discussion will take place in the context of ABRI and external co-investment.
- 3. Assessment and Graduation.** With its limited life of two more years, ABRI must work closely with ACWUA and the TWG to identify future funding sources and develop a sustainability plan for its

continuation. In fact, the TWG should be thinking of its longer life from the very beginning rather than at the end.

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

In moving ahead with the activity, the Poverty Orientation TWG will need to consider some questions. Their answers will shape the group's design and operations. Some early ones include:

- What will be the focus of the working group? Will it focus on improving access to urban poor? Rural poor? Informal settlements surrounding growing urban areas?
- What are the specific products the working group wants to produce? Will these be studies? Analytical toolkits? Or will it develop and test specific approaches?
- How does the group want to share the lessons it has learned, as those learned from other countries? How will information be shared among the TWG members?

EXPECTED DELIVERABLES

- Draft charter for the Poverty Orientation TWG
- First annual implementation plan

JUSTIFICATION

Many of the member institutions of ACWUA have explicitly identified extending their services to the poor as an increasing challenge for them. Most often, they do not have access to identify or have the resources to implement successful approaches. In fact, a number of countries, possibly ACWUA members among them, have tested and institutionalized successful approaches to expand quality water and sanitation services to poor neighborhoods and peri-urban areas. Although these approaches will not fit the exact conditions of all ACWUA members, they can serve as a good starting point for exploration and possible adaptation. ABRI offers the members of this TWG on poverty its expertise and resources to begin to address this critical issue by examining promising cases according to the priority needs as decided by its members.

TIMEFRAME

This activity will run from the date of approval by the ACWUA Interim Board of Directors through the end of ABRI in April 2010.

ACTIVITY 3.2*

SUPPORT A REGIONAL DIALOGUE ON REGULATORY REFORM IN THE WATER SECTOR

OBJECTIVES

- Create a regional platform to facilitate dialogue among government officials and government agencies in the Middle East on regulatory reform;
- Identify the latest developments and approaches in regulatory agency management through consultations with key parties and consider their appropriateness for the realities of the situations in the target countries;
- Explore interest in and options for a network, alliance, or working group of government officials and government agencies that can share experiences and best practices; and
- Promote and facilitate best practices in regulatory reform within single countries.

APPROACH

Our approach includes the following steps:

1. An ABRI team of experts will begin by mapping how water sector regulatory functions are carried out in each country in the Middle East. We know how Egypt, Jordan, and Abu Dhabi work. We need to understand how regulation is done in other countries, particularly Morocco, Algeria, Tunisia, Yemen, Lebanon, West Bank/Gaza, Saudi Arabia, Kuwait, and the Gulf states. Any of these countries are potential participants in the effort. We would like to know the variety of institutional arrangements and do a rapid assessment of their effectiveness.
2. The team will work with program management to decide where to carry out the consultations. They will consult with government officials and stakeholders and with relevant agencies and entities in four to five countries to understand the challenges they face and to build the agenda for a larger regional forum on regulatory reform. At this point, the most likely contenders are Jordan, Egypt, Tunisia, Morocco, and Abu Dhabi, as the core group, but there are others to consider, as well. During these consultations, the team will collect:
 - Charter/mission statements of regulatory entities
 - Case studies and reference documents
 - Tariff policies and guideline documents
 - Accounting guidelines
 - Other documents that deepen our understanding of their operations
3. Based on these consultations, the team will design an activity which emphasizes sharing information and building an alliance. The implementation plan will focus on two dimensions: (1) the shape of the regional platform which could be a network, international workshop, twinning relationship, working group, or take some other form. It is unlikely that this group can cover all topics; instead, the consultative team will identify the highest priority issues to help focus the dialogue. These issues include the legal underpinnings of regulatory agencies, water quality monitoring, key performance indicators, and utility cost analysis. We would like

potential members to be involved in the activity design, which will entail trips by team members to visit prospective participants.

4. Following the design and its approval by USAID and participants, ABRI will begin implementation of the regional platform.

EXPECTED DELIVERABLES

- Reference documents, including mission statements, tariff policies, and accounting guidelines, of Middle Eastern regulatory entities;
- Mapping, by country, of entities with water regulatory responsibilities;
- Concept paper/activity design based on the visits to four to five countries in the Middle East;
- Regional workshop design and implementation;
- Identification and assessment of best practices in regulation; and
- Facilitated partnerships among the government officials and government entities from the different countries.

JUSTIFICATION

A true revolution in water and wastewater access and utility performance requires changes through the sector, including at the top. The institutionalization of clear, transparent, and realistic regulatory frameworks and performance indicators is essential for improve sector and utility performance. However, with very few exceptions, regulatory functions are carried out by the planning entity or by the service provider, itself. Abu Dhabi, Oman, and Egypt are the exceptions. This activity is critical to changing the governance of water.

TIMEFRAME

- Team recruited and engaged by June 2008.
- Team mobilized to prepare regulatory mapping by July 2008.
- Consultations to four to five countries held between July and September 2008.
- Synthesis of material and design of an implementation plan completed by October 2008.
- Implementation begins November 2008.

*Implementing this activity depends upon having adequate funding, given a proposed change in the ABRI long-term staffing plan for the Cairo field office.

SERIOUS

ACTIVITY 3.3

SHARE BEST PRACTICES BETWEEN THE EGYPT AND ABU DHABI REGULATORS

Under this activity, ABRI will support the development of the Egypt Water Regulatory Agency (EWRA). The agency was created in 2004 under Presidential Decree No. 136, but it did not become a functioning entity until July 2007. Now entering its second year, EWRA has roughly 335 professional staff. Its revenues are government supplied, and the agency reports directly to the Minister of Housing and Utilities, who serves as chair of the Board of Directors. Now established in a new suburb of Cairo, Katamiya, EWRA has an executive director, Eng. Mohamed El Alfy.

Under a bilateral transfer of funds from USAID/Egypt to ABRI, the program will support capacity building within EWRA. One component will be to establish a twinning relationship with a more experienced regulator in the region: the Regulation and Supervision Bureau (RSB) in Abu Dhabi. It will make use of other options, as appropriate.

OBJECTIVES

The objectives of this activity are to:

- Assist EWRA in developing strategies and approaches for dealing with priority areas, including economic and technical regulations; and
- Build the competence of EWRA professional staff in these areas.

APPROACH

The activity seeks to build the capacity of EWRA staff. One way will be to establish a close relationship between EWRA and RSB through exchanges of professional, particularly with EWRA spending one or two weeks in Abu Dhabi working on-the-job with RSB fulfilling similar functions. Program funds will be used to cover the travel costs.

As it strives to become a fully functioning agency, EWRA requires support in developing strategies and operations related to economic and technical regulation. Overall, EWRA is interested in the steps and processes to carry out regulatory activities, lessons learned, what worked and what does not, advocacy and buy-in, and relations with utilities. Specific areas identified by EWRA for support are the following:

Economic Regulation

- Cost of Service Study: methodology, steps duration, data integrity
- Experience with tariff restructuring and price controls
- Modeling price controls, including using econometrics
- Overseeing outsourcing of services (for comparisons between utilities)
- Customer service and costs (looking ahead to the future)

Technical Regulation

- Guidelines for auditing laboratories, including international yardsticks and corrective actions and processes to bring about change
- Key performance indicators, including how to start the process of identifying KPIs, reaching agreements with utilities/companies, prioritizing KPIs—where do you start and under different phases?
- Suggestions for possible consultants in specific required areas
- Assistance in reviewing terms and conditions of documents, including deliverables

EXPECTED DELIVERABLES

- Trained professional staff of EWRA in required areas
- Guidelines for a cost of service study
- Guidelines for auditing laboratories
- Materials on key performance indicators

JUSTIFICATION

The activity is the first point of entry for ABRI to work in the area of regulatory reform. Through it we will be working closely with two of the few regulators in the Middle East. We expect it will give ABRI access and engagement in this critical area.

TIMEFRAME

The activity will last roughly 12 months, from July 2008 – June 2009.

ACTIVITY 3.4

SUPPORT WATER UTILITY PLATFORMS AND UTILITIES IN AFRICA

OBJECTIVE

- Support African country efforts to achieve the Millennium Development Goals in water and sanitation by strengthening utility operations and enhancing access to financing by facilitating the sharing of information and good practices among water and wastewater utilities in Africa.

APPROACH

One objective of ABRI is to strengthen the capacity of regional utility associations to support their member utilities and improve water and sanitation service delivery and coverage. In Africa, several of these regional organizations exist or are being established including the recently formed African Water Operators Partnership (AWOP) and the Union of African Water Suppliers (UAWS).

In September 2007, USAID requested that ABRI help plan, design, and implement a regional conference on water sector financing. In subsequent discussions with USAID staff, however, the focus of the conference shifted from water infrastructure financing to a greater emphasis on water utility restructuring and rehabilitation.

Using a facilitated process, we will meet with utilities and regional utility associations to define how ABRI can best assist them to expand water and sanitation services, especially to poor urban and peri-urban areas. Through these consultations, the team will identify:

- The utilities' current needs and priorities;
- The level of support these utilities have received or are receiving from donors and regional utility associations; and
- Specific capacity-building and information-sharing activities that USAID can support in partnership with regional utility associations.

Based on these consultations, ABRI will design and carry out one or more workshops for the utilities, drawing on relevant training materials developed by USAID and the World Bank.

Following the workshops, we will be ready to help individual utilities design activities that focus on specific aspects of utility restructuring or utility financing and that link to the country's priorities as outlined in the Millennium Development Goals for Africa.

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

- Identifying the most pressing challenges that are common to several water utilities;
- Identifying opportunities to partner with other donors such as the Water and Sanitation Program; and
- Linking training workshops into efforts by regional utility associations.

POTENTIAL PARTNERSHIPS

We talked to WSP to gauge its interest in partnering on training. It has expressed some initial interest, but we need to explore this in greater detail. Specific areas identified by EWRA for support are the following:

EXPECTED DELIVERABLES

- Paper that outlines country utility and regional utility association priorities and needs;
- Training needs assessment that differentiates the training needs of counterparts (e.g., utilities, central or local government, regulators) and USAID staff;
- Design of a utility training/workshop based on country utility priorities and plans by regional utility associations. We will link workshop delivery with planned meetings by AWOP or UAWS whenever possible, particularly in the following areas (1) utility reform/restructuring and benchmarking performance, (2) utility regulation and tariffs, and (3) financing for system expansion;
- Training materials available on website for use by USAID and participants; and
- Specific reform opportunities that identify the utility or other entity and the specific reforms that entity is looking to implement or needs additional support to carry out.

JUSTIFICATION

Most water utilities on the African continent operate poorly and rarely serve the needs of poor slums and peri-urban areas around growing cities. These communities have solved this problem through informal water supply solutions. Utility reforms and restructuring can leave a better operated and financially viable utility that is better capable of expanding services and meeting the needs of poor communities. Viable utilities can also work with small-scale interventions and create greater lasting impact than can small-scale interventions alone.

TIMEFRAME

- August 2008–March 2009

TASK 4: OVERARCHING PROGRAM SUPPORT

ACTIVITY 4.1 IMPLEMENT THE FUTURE WATER LEADERS PROGRAM

GEOGRAPHIC FOCUS

Countries in the region covered by USAID/OMEF can be broken down into the following categories:

- Countries where USAID has significant activities in the water sector: Egypt, Iraq, Jordan, Lebanon, and Palestine;
- Countries with USAID Missions, but no significant activities in the water sector: Morocco and Yemen.
- Countries with no USAID presence: Algeria, Libya, Oman, and Tunisia; and
- Countries with high income: Bahrain, Kuwait, Qatar, Saudi Arabia, and United Arab Emirates.

At the time of the Year 1 Work Plan, we had considered that this program would be open to participants from Africa, too. The focus now is only on the Middle East.

OBJECTIVES

- Create a cadre of professionals who believe in and can advocate for the Blue Revolution concept, who have already demonstrated solid management skills, and who have the potential to make good strategic decisions.
- Enhance the skills and professional networks of individuals who one day will assume leadership positions in the water supply and sanitation sector.
- Institutionalize the Future Water Leaders Program so it becomes a regionally recognized and credible program.
- Connect the Future Water Leaders Program to some other sponsor or “owner” to ensure the program’s sustainability beyond the life of ABRI.

APPROACH

The Future Water Leaders Program will provide training to 25 mid-career professionals from the water supply and sanitation sector. Participants will meet during five formal one-week training sessions and maintain a network of peer and mentor-led support between July 2008 and January 2010. There will be five modules, the first of which will be held in Cairo in August. Subsequent locations and precise timing may vary due to political conditions. Nonetheless, they are currently planned per the table below.

Candidates must come from the field of water supply and sanitation, but may have any type of individual expertise (e.g., engineering, finance, outreach) and may come from a variety of organizations (e.g., national-level agencies, local agencies, utilities, the private sector, NGOs, universities). We have purposely limited participation to the one sector in order to better create a network among a group of technical peers, solicit interest from outside investors who are attracted to water supply and sanitation, and to facilitate the design of individual modules for a common set of participants. If the program is successful, there can be future cadres of participants from other sectors, such as irrigated agriculture.

We will release the call for nominations/applications on/about April 1 and expect to complete the selection process by May 15. We will select 25 candidates and maintain a waitlist of 10 in the event that participants drop out of the program before completion.

TABLE 1: FUTURE WATER LEADERS MODULES

| Title | Date | Location |
|--|------------------|---------------|
| Expanding the Network to Reach the Poor | August 3–7, 2008 | Aqaba, Jordan |
| Regulatory Reform | November 2008 | TBD |
| Asset Management | March 2009 | TBD |
| Rural Sanitation | July 2009 | TBD |
| Participation at an International Conference | January 2010 | TBD |

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

The two primary challenges to the program are finding the right participants and sustainability. We have determined that the “right” candidates are not necessarily the “best” or the “perfect” candidates. In making participant selection, we are striving for diversity in terms of gender, national background, and types of expertise and organizations represented. At the same time, we recognize that the first group may not meet all of these criteria. However, if the first cadre of participants is successful, then there will be future groups that will allow us to reach a wider group of applicants.

We do not wish for the Future Water Leaders Program to be a one-time event that ends with ABRI. The inherent and lasting value of the “brand”—being a Blue Revolution Fellow who is recognized and promoted as a possible leader in his or her home country—relies on the continuation of the program. This challenge gives further importance to the topic of partnerships presented below.

POTENTIAL PARTNERSHIPS

Partnerships, sponsorship, or investment could take several forms. We will investigate all of these in the coming year. A regional body such as ACWUA or the Arab Water Council may wish to adopt the Future Water Leaders Program as its own. A large firm, such as Citibank, could become the permanent or largest sponsor. An international body from outside the Middle East, such as Stockholm International Water Institute (SIWI), or an established U.S. training entity, like Institute of International Education (which manages the Fulbright program), could take ownership. A well-known university from the region, like King Abdullah University of Science and Technology, might associate with the program and offer a certificate or academic credit to participants. Finally, a private company with a vested interest in the water sector, such as Oracle, might sponsor parts of the program.

EXPECTED DELIVERABLES

- Three modules implemented during the Year 2 of ABRI.
- Established web-based network and ongoing professional mentoring for the participants.

JUSTIFICATION

Identifying and support the next generation of leaders in the Middle East is consonant with the broader mandate of ABRI to transform the culture and governance of water and complements similar activities supported by OMEP (e.g., the Peace Scholarships program) and ANE (e.g., the Training Future Leaders program).

TIMEFRAME

The call for nominations/applications is being released as this Year 2 Work Plan is being written. Applications are due May 1; ABRI will complete a short list for interviews and subsequent USAID review the week of May 8; and final selection will be made by May 15.

ACTIVITY 4.2

BUILD ALLIANCES AND CREATE PARTNERSHIPS TO EXPAND THE AUDIENCE FOR AND COMMITMENT TO THE BLUE REVOLUTION

GEOGRAPHIC FOCUS

Solicitation efforts will focus primarily on targeted associations/networks, select companies, investors, and foundations within the United States and Middle East but also on targeted prospects in Europe and Africa.

OBJECTIVES

- Raise the profile of the Blue Revolution in the United States, the Middle East, Europe, and Africa;
- Broaden participation in and support for the Blue Revolution across international water networks and business platforms addressing water issues; and
- Enlarge the pool of financial and technical resources available for launching the Blue Revolution Initiative.

APPROACH

The interventions we have targeted for Year 2 intend to position ABRI as a leader in defining the dialogue on priority trends in the water sector over the next decade. Given the novelty of developing alliances and partnerships for water-related activities, we will review our approach on a quarterly basis to make adjustments and incorporate new learning to ensure the efficacy of our efforts.

We will build alliances to promote ABRI by:

- Participating as conference panel hosts, speakers, and/or exhibitors at strategic **international venues** such as the Stockholm World Water Week and World Water Forum;
- Presenting at **regional donor and business platform/association events** such as the American Chamber of Commerce MENA, the Federation of Egyptian Industries, and Water Summit Industry; and
- Convening **ABRI-hosted roundtables** on new financial mechanisms and water valuation to which we will invite targeted groups to share expertise, perspectives, and solutions.

We will build partnerships by:

- Targeting high-impact, high-profile partners to solicit contributions for the following activities:
 - Future Water Leaders Program
 - Tigris-Euphrates data inventory and harmonization
 - ACWUA and African utility capacity building
- Gauge interest among corporations, associations, and academia in collaborating on activities to promote:
 - Commercialization of WUAs
 - Water valuation

During this next year, we will continue to expand upon the relationships we have already established with Water Sanitation for the Urban Poor, UN-Habitat's Global Water Operators Partnership, UN Development Program, United National University, Water Environment Federation, and American Water Works

Association and identify new partners in order to build the capacity of utilities and communities to provide clean water and service to the poor.

Specifically for the Tigris-Euphrates activity, we will evaluate partnership opportunities with data management and GIS technology providers while continuing to pursue funders from Europe and the Middle East in support of Syrian participation. For the Future Water Leaders Program, we are targeting partners to provide curriculum content and educational services as well as seeking to identify organizations that can manage and fund the program after May 2010. Once the WUA activity technical report is submitted, we will assess which corporations or associations should be targeted to promote water use efficiencies and increase commercialization for WUAs in the Middle East and North Africa.

EXPECTED DELIVERABLES

- Two to four secured slots as panel speakers at international venues.
- Two ABRI-hosted roundtables in the United States focused on new financing mechanisms and water valuation.
- Six ABRI presentations at business platform/association events within the Middle East.
- One partnership for each activity listed above.
- Flier and PowerPoint presentations for meetings, conferences, and roundtables.
- Reports on conferences, meeting, and consultations with key strategic targets that are investing or plan to invest in water resources projects in the Middle East and Africa.

JUSTIFICATION

We recognize that Year 2 is a critical time to engage other organizations in order to build momentum around a Blue Revolution that carries on into Year 3 and beyond. Sponsorships and in-kind contributions will free up budgeted dollars that can then be used either to enhance or expand existing activities or for completely new and innovative activities.

TIMELINE

- Secure slots for 2009 international venues, promote ABRI at SIWI World Water Week, invite alliance and partnership targets to SIWI events, present at Egyptian business platforms, and continue to work on Future Water Leader partnerships: June–August 2008
- Prepare Middle East business platform presentations and U.S. roundtables: September 2008
- Hold new financing mechanisms roundtable in the United States and make Middle East presentations: October 2008
- Hold water valuation roundtable in the United States and make Middle East presentations: November 2008
- Reach out to prospective partners for the water valuation activity: December 2008
- Conduct ongoing outreach to the private sector, foundations, and Gulf states for sponsorship and in-kind contributions for the Future Water Leaders Program, the Tigris-Euphrates initiative, ACWUA TWG, and WUA commercialization: September–December 2008

ACTIVITY 4.3 SUPPORT THE DEVELOPMENT OF STATE–USAID WATER FRAMEWORK

OBJECTIVE

- Help State and USAID develop a joint water framework.

APPROACH

The State Department and USAID are developing a worldwide water framework that will provide general guidance to USAID missions and embassies on priorities for programming resources in the water sector. This framework will be included as an annex to the 2008 Paul Simon Water for the Poor Act Report to Congress.

Between December 2007 and May 2008, ABRI assisted a technical working group from State and USAID to develop the action framework. This framework will be completed by the end of May. Following its completion, ABRI will develop a PowerPoint presentation of the action framework for use by USAID and State in presenting it to broader audiences at USAID and State.

JUSTIFICATION

The ABRI CTO has requested this assistance.

EXPECTED DELIVERABLE

- Final action framework document
- PowerPoint presentation on the framework
- Assistance in finalizing the 2008 Paul Simon Water for the Poor Act Report

TIMEFRAME

- May-June 2008

ACTIVITY 4.4

SHOWCASE ABRI AT INTERNATIONAL VENUES

OBJECTIVES

- Raise the international profile and awareness of the Blue Revolution;
- Promote participation in and support for the Blue Revolution; and
- Build an international network of strategic leaders who recognize the urgency to address water scarcity issues and value the objectives of the ABRI program.

APPROACH

A major element for our outreach efforts will be international conferences. By attending and presenting at leading international conferences that address water resource management, water sanitation and supply, and transboundary water security and management issues, we will demonstrate USAID's intellectual leadership role in advancing the Blue Revolution on the global level. Specific promotional activities we will seek for ABRI include hosting a panel or side event, joining another group's panel, exhibiting, and inviting organizations to a special, more intimate gathering during an international event.

We will also seek to distribute press releases via the Internet and through partner organizations and establish links and RSS feeds to our target organizations (see below). Thus, when we have a press release, article, or event to promote, we can reach many more readers via an online distribution network.

The technical team will carry out the following steps to mobilize and launch the efforts on this activity:

- Conduct initial consultations with target organizations to determine opportunities, deadlines, and budget for (a) becoming a panelist, (b) sponsoring a side event or workshop, (c) exhibiting and (d) being included in conference marketing materials;
- Confirm venues, topics, and participants with USAID;
- Produce marketing materials for conference panels, exhibition booths, and public relations.

The organizations we will contact to determine the best opportunities for international outreach to promote ABRI include:

- American Water Works Association (AWWA)
- African Water Week
- Arab Water Forum (King Saud University)
- Businesses for Social Responsibility
- Ceres
- GLOBE
- International Water Association (IWA)
- Stockholm International Water Institute (SIWI)
- Water Environment Federation (WEF)
- World Business Council for Sustainable Development
- World Water Council

Below is a list of international conferences occurring over the next year that we will vet with the ABRI team. Since not all 2009 conference dates have been announced, we have listed the date the event took place in 2008.

TABLE 2: POSSIBLE CONFERENCE VENUES FOR ABRI

| Date | Event | Location |
|----------------------|--|------------------------------|
| Jun 23-27, 2008 | Singapore Water Week | City of Singapore, Singapore |
| Aug 17-23, 2008 | Stockholm World Water Week | Stockholm, Sweden |
| Sept 1-4, 2008 | 13th IWRA World Water Congress | Montpellier, France |
| Sept 4-5, 2008 | IWA International Specialized Conference on Watershed & River Basin Management | Budapest, Hungary |
| Sept 7-12, 2008 | IWA World Water Congress & Exhibition | Vienna, Austria |
| Oct 18-22, 2008 | Water Environment Federation's Annual Technical Exhibition & Conference | Chicago, IL |
| Nov 5-8, 2008 | Association of Water Technologies Annual Convention & Exposition | Austin, TX |
| Nov 4-7, 2008 | Business for Social Responsibility | New York, NY |
| Nov 16-19, 2008 | Arab Water Forum | Riyadh, Saudi Arabia |
| Jan 28 – Feb 1, 2009 | World Economic Forum Annual Conference | Davos, Switzerland |
| February 2009 | Ceres's Investor Network on Climate Risk Investor Summit | TBD (New York City?) |
| Feb 17-20, 2009 | AWWAWEF Utility Management Conference | New Orleans, LA |
| Mar 15-22, 2009 | Water World Forum | Istanbul, Turkey |
| March 2009 | GLOBE Annual Conference | Vancouver, Canada |
| March 2009 | African Water Week | TBD |

DELIVERABLES

- Recommended priority venues, including type of outreach (e.g. panel host, panel participant, side event), potential topics, target audience (who attends), deadlines, conference / exhibition fees, and travel expense and overall budget. This document will serve as the discussion basis with USAID in order to get confirmation on which venues to pursue.
- Secure commitment from at least two leading organizations to distribute ABRI press releases via their e-communications platforms (e.g. e-newsletters, website RSS feeds) – this can include traditional media groups or water specific associations or publications.

JUSTIFICATION

Now that we have specific activities under way to promote at international venues, the timing is ripe to secure slots at international conferences and build awareness for a Blue Revolution Initiative by USAID for the next two years. Although international venues require different lead times for preparation, we believe Year 2 provides an ideal time to secure slots for the next two years, get ABRI on the broader agenda, and budget funds accordingly.

TIMEFRAME

- June 2008: Call international venue organizations and find out about participation opportunities, deadlines and costs.
- July 2008: Present recommended priority venues to USAID for confirmation on which ones to pursue; hire PR consultant and conference coordinator.

- August-December 2008: Based on priority venue schedules, conference coordinator works with ABRI team to finalize conference topics, participants, and materials.

ACTIVITY 4.5

DESIGN A PILOT PROJECT FOR WASTEWATER REUSE FOR AGRICULTURE IN MOROCCO

OBJECTIVES

- Help the government of Morocco test the practicality of using treated wastewater in financially profitable, socially acceptable, and environmentally safe ways;
- Develop institutional and technical recommendations at the national and local levels for regulating and managing wastewater reuse for agriculture;
- Develop and reinforce collaborative relationships among participating national and local government agencies to strengthen integrated water management approaches; and
- Ensure that the operational, financial, and health interests and concerns of farmers about using treated wastewater are understood by the government and integrated into its implementation plan.

APPROACH

ABRI will carry out a study with the help and input of the Coordination Committee for Wastewater Treatment and Reuse in Meknes. Members of the committee include the National Office of Potable Water, which chairs the committee; the Autonomous Authority for the Distribution of Water and Electricity (RADEM); the Directorate for Agricultural Production (DPA); and the Sebou River Basin Agency. The Office of the Wali, Regional Counsel, Regional Department of Health, Department of Environment, and Regional Department of Commerce and Industry will attend committee meetings at the invitation of the chair.

The study will encompass the following:

- A **rapid appraisal** to identify the sites with the most potential to use treated wastewater.
- A **situational analysis** (diagnostic and farmer survey) to determine the following: (1) existing cropping systems, (2) farmer cultivation and management practices, (3) crop yields, (4) product marketing, (5) cost of production, and (6) farmers' concerns, attitudes, and willingness to use (and pay for) treated wastewater.
- A **water quality assessment** to determine the level of treatment necessary and the requirements for the treatment plant. The assessment will include laboratory analyses of raw and treated wastewater.
- A **design of a pilot irrigation system** for using treated wastewater at the best site. The design will include a technical and institutional component: In the technical component, we will identify the optimal cropping systems, define the irrigation system network, assess the financial feasibility, and lay out proposed wastewater pricing structures. In the institutional component, using international best practices, we will develop guidelines for monitoring water quality and managing the irrigated perimeter.
- A **final workshop** bringing together all of the major partners from the national and regional levels. At this workshop, ABRI will present its findings and recommendations to the government.

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

The Coordination Committee for Wastewater Treatment and Reuse in Meknes identified the following as key questions to address in the study:

- What is the potential for wastewater reuse;
- Which irrigation perimeters near the treatment plant can be targeted for wastewater reuse;
- What concerns do farmers have about wastewater reuse and how do we address those concerns;
- How can the reuse project be made socially, financially, and technically feasible; and
- What institutional mechanisms and procedures are necessary for the productive, efficient, and safe reuse of wastewater for agriculture?

POTENTIAL PARTNERSHIPS

Members of the Coordination Committee expressed their willingness to contribute documentation and assistance to each phase of the study. RADEM will do the water quality laboratory analysis or pay for outsourcing it. DPA staff will assist the team during its visits to the field and supervise the technicians who will conduct the surveys.

EXPECTED DELIVERABLES

- Implementation work plan
- Rapid appraisal brief
- Situational analysis of the selected irrigation perimeter
- Maps of the surrounding area and irrigated perimeters showing land use
- Design of a pilot irrigation system, including technical and institutional reports
- Final workshop proceedings

JUSTIFICATION

This study in Meknes is an entry point for ABRI to address wastewater reuse, one of the most serious issues facing the region and one that will have even more importance, impact, and visibility in the coming decade. It gets to the heart of ABRI's mandate to improve water management and water use efficiency by dealing with a specific and urgent case. It also enables ABRI to reach out to regional experts in Jordan and Tunisia, among others, to share their best practices in the technical and institutional aspects of wastewater reuse and to develop new approaches and methods for efficient wastewater reuse in agriculture.

TIMEFRAME

- Implementation work plan: July 2008
- Rapid appraisal briefing document: October 2008
- Situational analysis: December 2008
- Topographical maps: December 2008
- Pilot design (including technical and institutional reports): March 2009
- Final workshop: April 2009

TASK 5: PROGRAM MANAGEMENT

ACTIVITY 5.1 PROVIDE PROGRAM MANAGEMENT

OBJECTIVE

- Ensure effective and smooth programmatic implementation.

APPROACH

Clear program procedures and close communication between ABRI's COP in Cairo, the DCOP in Bethesda, and ANE, AFR and OMEP leadership is critical for smooth program implementation. To guard against internal miscommunication, the program staff has established an operations manual that outlines program policies and procedures and participates in internal weekly teleconferences. To ensure close dialogue with USAID, ABRI staff meet regularly with ANE, AFR, and OMEP leadership and submit monthly and quarterly implementation reports.

IMPLEMENTATION OPPORTUNITIES AND CHALLENGES

The distance between project staff and coordinating with ANE, AFR, and OMEP managers presents some challenges to ABRI.

EXPECTED DELIVERABLES

- **Quarterly implementation reports** discuss progress in carrying out the work plan and other deliverables, operational problems and policy constraints, proposed solutions and work plan modifications, and updates of contract-person months and budget status.
- **Monthly implementation reports** provide USAID a brief update on program activities during the previous month .
- **Trip reports** summarize and describe ABRI staff trips including key accomplishments, contacts made and outline items that require follow-up.
- **Weekly coordination calls** between ABRI staff in Bethesda and Cairo ensure regular and open communication on the program.
- The **performance monitoring plan (PMP)** will be updated based on ABRI's Year 2 work plan. The PMP systematically monitors the progress of ABRI and links ABRI's activities to USAID's strategic framework.

JUSTIFICATION

These activities serve to improve dialogue, as well as avoid misunderstandings, between ABRI program staff and between ABRI program managers and USAID.

ANNEX A
TIMEFRAME: MAY 2008–APRIL 2009

| No. | Activity/Individual Tasks | M | J | J | A | S | O | N | D | J | F | M | A |
|--|--|---|---|---|---|---|---|---|---|---|---|---|---|
| TASK 1: TRANSBOUNDARY WATER | | | | | | | | | | | | | |
| 1.1 Design and hold an international river basin workshop and convene a technical working group for the Middle East, Africa, and Asia | | | | | | | | | | | | | |
| | ▪ Design river basin workshop | | ■ | ■ | | | | | | | | | |
| | ▪ Finalize design of workshop, with ECO-Asia and Mission input | | | | ■ | | | | | | | | |
| | ▪ Convene workshop and get buy-in from participants on creation of technical working group | | | | | | | ■ | | | | | |
| | ▪ Convene first meeting of technical working group | | | | | | | | ■ | | | | |
| 1.2 Design a Track 2 shared initiative by riparians on the Tigris and Euphrates | | | | | | | | | | | | | |
| | ▪ Design and hold start-up workshop in a riparian country to launch implementation | | | ■ | ■ | | | | | | | | |
| | ▪ Begin dissemination of information on Track 2 initiative | | | | | ■ | ■ | | | | | | |
| | ▪ Begin collection and processing of water-related data focusing on the Tigris and Euphrates rivers | | | | | ■ | ■ | ■ | | | | | |
| | ▪ Finalize inventory of data collected | | | | | | | ■ | ■ | ■ | | | |
| | ▪ Create an English-language prototype website for a clearinghouse on water-related information focused on the Tigris and Euphrates rivers | | | | | | | | | ■ | ■ | ■ | ■ |
| TASK 2. WATER RESOURCES MANAGEMENT | | | | | | | | | | | | | |
| 2.1 Promote improved valuation of water | | | | | | | | | | | | | |
| | ▪ Initiate exploration of interest among stakeholders in Middle East in pursuing the activity | ■ | ■ | ■ | | | | | | | | | |
| | ▪ Initiate conversations with private sector and other stakeholders to determine their interests and begin to develop partnerships | ■ | ■ | ■ | ■ | | | | | | | | |
| | ▪ Identify team members and mobilize technical team | | | ■ | ■ | | | | | | | | |
| | ▪ Carry out situational analysis in consultations in selected countries | | | | | ■ | ■ | ■ | ■ | | | | |
| | ▪ Develop SOW of work and start planning for follow-on activity in regional workshop working group or other vehicle | | | | | | | | | ■ | ■ | ■ | ■ |
| 2.2 Assess water resources sustainability in Wadi Ahwar Basin in Yemen | | | | | | | | | | | | | |
| | ▪ Collect and review water resources information in the Sana'a and Abyan governorates | | | | | ■ | ■ | ■ | | | | | |
| | ▪ Begin review and possible redesign of water monitoring network for the Ahwar basin | | | | | ■ | ■ | ■ | ■ | | | | |
| | ▪ Carry out inventory of springs and wells in Ahwar basin | | | | | ■ | ■ | ■ | ■ | | | | |

| No. | Activity/Individual Tasks | M | J | J | A | S | O | N | D | J | F | M | A |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | ▪ Review groundwater modeling data for the Ahwar basin and update/revise modeling as appropriate | | | | | | | | | | | | |
| 2.3 Integrate irrigation water user participation into the latest commercialization and private sector management thinking | | | | | | | | | | | | | |
| | ▪ Design WUA workshop to be held in Egypt | | | | | | | | | | | | |
| | ▪ Create and launch working group focus on leveraging water user associations in the Middle East and North Africa | | | | | | | | | | | | |
| | ▪ Develop an agenda for two follow-on workshops | | | | | | | | | | | | |
| | ▪ Hold follow-on workshop | | | | | | | | | | | | |
| TASK 3. WATER SUPPLY AND SANITATION SERVICES | | | | | | | | | | | | | |
| 3.1 Support ACWUA and its Technical Working Group on Poverty Orientation | | | | | | | | | | | | | |
| | ▪ Convene first meeting of the Poverty Orientation TWG | | | | | | | | | | | | |
| | ▪ Conduct consultations in participating countries | | | | | | | | | | | | |
| | ▪ Identify future funding sources and help develop sustainability plan | | | | | | | | | | | | |
| | ▪ Finalize first annual implementation plan | | | | | | | | | | | | |
| | ▪ Support operations of the working group in regular meetings | | | | | | | | | | | | |
| 3.2 Develop regulatory reform platform | | | | | | | | | | | | | |
| | ▪ Begin mapping of water sector regulatory functions in each country in the Middle East | | | | | | | | | | | | |
| | ▪ Hold consultations in four to five countries | | | | | | | | | | | | |
| | ▪ Design an activity that emphasizes information sharing and alliance building | | | | | | | | | | | | |
| | ▪ Kick off regional platform | | | | | | | | | | | | |
| 3.3 Promote regulatory twinning between Egypt and Abu Dhabi and other key sources of technical resources | | | | | | | | | | | | | |
| | ▪ Arrange presentation by Abu Dhabi Regulation and Supervision Board at EWRA | | | | | | | | | | | | |
| | ▪ Design activity | | | | | | | | | | | | |
| | ▪ Support staff exchanges and trainings | | | | | | | | | | | | |
| 3.4 Support water utilities in Africa | | | | | | | | | | | | | |
| | ▪ Design and carry out first workshop for African utilities | | | | | | | | | | | | |
| | ▪ Meet with water utilities in Africa to assess the type of ABRI | | | | | | | | | | | | |

| No. | Activity/Individual Tasks | M | J | J | A | S | O | N | D | J | F | M | A |
|--|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | support they need to expand their services | | | | | | | | | | | | |
| | ▪ Assess training needs of African utilities | | | | | | | | | | | | |
| | ▪ Help individual utilities design activities focused on utility restructuring or financing | | | | | | | | | | | | |
| TASK 4: OVERARCHING PROGRAM SUPPORT | | | | | | | | | | | | | |
| 4.1 Kick Off the Future Water Leaders Program | | | | | | | | | | | | | |
| | ▪ Applications due | | | | | | | | | | | | |
| | ▪ Inform final 26 selected participants | | | | | | | | | | | | |
| | ▪ Engage instructors and prepare Module 1 | | | | | | | | | | | | |
| | ▪ Hold Module 1 in Aqaba, Jordan | | | | | | | | | | | | |
| | ▪ Engage instructors and prepare Module 2 | | | | | | | | | | | | |
| | ▪ Hold Module 2 in location TBD | | | | | | | | | | | | |
| | ▪ Engage instructors and prepare Module 3 | | | | | | | | | | | | |
| | ▪ Hold Module 3 in location TBD | | | | | | | | | | | | |
| 4.2 Mobilize private sector and foundation involvement in ABRI activities | | | | | | | | | | | | | |
| | ▪ Secure slots for 2009 international venues | | | | | | | | | | | | |
| | ▪ Prepare Middle East business platform presentations and U.S. roundtables | | | | | | | | | | | | |
| | ▪ Hold roundtable on new financing mechanisms in U.S. and make presentations in Middle East | | | | | | | | | | | | |
| | ▪ Hold roundtable on water valuation in U.S. and make presentations in Middle East | | | | | | | | | | | | |
| | ▪ Reach out to prospective partners for the water valuation activity | | | | | | | | | | | | |
| | ▪ Reach out to the private sector, foundations, and Gulf states for sponsorship or in-kind funding of ABRI activities | | | | | | | | | | | | |
| 4.3 Support the development of State-USAID water framework | | | | | | | | | | | | | |
| | ▪ Finalize action framework document | | | | | | | | | | | | |
| | ▪ Finalize PowerPoint presentation on framework | | | | | | | | | | | | |
| | ▪ Assist in finalizing the 2008 Paul Simon Water for the Poor Act report | | | | | | | | | | | | |
| 4.4 Showcase ABRI at international venues | | | | | | | | | | | | | |
| | ▪ Identify opportunities for ABRI to participate in international water conferences in 2009 | | | | | | | | | | | | |

| No. | Activity/Individual Tasks | M | J | J | A | S | O | N | D | J | F | M | A |
|-----|--|---|---|---|---|---|---|---|---|---|---|---|---|
| ▪ | Present recommended priority venues to USAID for approval | | | ■ | | | | | | | | | |
| ▪ | Finalize schedules, topics, participants, and marketing material needed for conference participation | | | | ■ | ■ | ■ | ■ | ■ | ■ | | | |
| ▪ | Take part in international conferences | | | | | | | | | | ■ | ■ | ■ |

4.5 Conduct study of wastewater reuse in Morocco

| | | | | | | | | | | | | | |
|---|---|--|--|---|--|--|---|--|---|--|--|---|---|
| ▪ | Complete detailed implementation plan | | | ■ | | | | | | | | | |
| ▪ | Prepare rapid appraisal briefing document | | | | | | ■ | | | | | | |
| ▪ | Conduct situation and topographic analyses in Meknes | | | | | | | | ■ | | | | |
| ▪ | Complete pilot design | | | | | | | | | | | ■ | |
| ▪ | Hold final workshop with Moroccan government stakeholders | | | | | | | | | | | | ■ |

TASK 5: PROGRAM MANAGEMENT

5.1 Provide program management

| | | | | | | | | | | | | | |
|---|--|--|---|---|--|--|---|--|--|---|--|---|---|
| ▪ | Revise and finalize BRI Year 2 work plan | | ■ | | | | | | | | | | |
| ▪ | Prepare quarterly progress reports | | | ■ | | | ■ | | | ■ | | | ■ |
| ▪ | Revise performance monitoring plan to match Year 2 work plan | | | ■ | | | | | | | | | |
| ▪ | Host workshop on ABRI Year 3 work plan | | | | | | | | | | | ■ | |
| ▪ | Draft and circulate ABRI Year 3 work plan | | | | | | | | | | | ■ | |